

Wisconsin Lean Government Program

Annual Report July 2014 - June 2015

I. Introduction

In May of 2012, the Governor issued Executive Order #66 and the State Enterprise Charter requiring 16 cabinet agencies to implement Lean Government initiatives. Specifically, the Governor asked agencies to define their Lean Mission statement. Agencies were also asked to identify their Customers and understand the customer perspective of what constitutes "good value" and how to measure level of satisfaction.

To effectively launch Wisconsin's Lean Government Initiative, the Governor's Office formed a Steering Committee and asked that agencies designate a Lean Point of Contact (POC) within their agencies to coordinate efforts to launch and maintain an effective initiative aligned with the Executive Order and State Enterprise Charter. Steering Committee and POC meetings were scheduled and held to plan and offer resources to agencies implementing their Lean Initiatives. The Governor developed and launched a website, which reports and highlights lean projects completed by agencies and lists resources to support departments and teams.

With the approval of the 2015-2017 Biennial Budget, the Lean Government Program was expanded with three (3) full-time positions (Director, Business Process Redesign Specialist, and Lean Training Officer). The program will provide direction for the implementation, continuation, and evaluation of process improvements consistent with Executive Order #66

This report summarizes the program results through fiscal year 2015.

II. Results (July 2014 - June 2015)

A. Data

The Executive Sponsor Charter defines four "metrics" which should be a part of the Lean Government Initiative;

- a) Improve Customer Satisfaction by reducing process time.
- b) Reduce the Cost of Government by re-purposing staff and time to further an organizational Mission.
- c) Improve Work Environments by reducing accidents and improving employee satisfaction.
- d) Change Government Culture by increasing staff trained in Lean / Lean Six Sigma, and leadership involvement in process redesign and recognition of team project work.

Measures	FY 2014	FY 2015	Gain
Process Steps Eliminated	241	1,146	375% increase over previous year
Staff Hours Saved	36,636	62,975	71% increase over previous year
Employees Receiving Lean Training	1,125	751 (526 goal)	42% increase over goal

Projects	Number of Projects
Projects Completed (FY 2015)	77
Projects Planned (FY 2016)	67

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B. Highlights from Agencies*

Fiscal year 2015 was a monumental time with the implementation of the STAR ERP system. With the need of agency resources and a focus on the STAR initiative, State agencies were still able to deliver lean projects that supported the Executive Sponsor Charter's four metrics. This section highlights only a few of projects that agencies were able to complete. Individual agency Annual Reports are available as a supplemental to this report. *Note: Project highlights selected from agencies Annual Report submissions.

- **Department of Transportation (DOT): Division of Business Management (DPM)**
 - **Project Overview:** "Delivery Route Optimization" Project – The Distribution Unit logs over 53,294 miles for statewide delivery and pick-up service to customers. DPM identified a correlation between business needs, frequency of service, and miles driven. Frequency of services could be reduced without impacting the customers.
 - **Goals and Results:**
 - Reduced mileage for Drivers by 10%.
 - Reduce driver hours by 171 hours per year.
 - Saved approximately \$8,300 in vehicle expenses and reallocating driver hours.
- **Department of Safety and Professional Services (DSPS): Division of Legal Services and Compliance (DLSC)**
 - **Project Overview:** "Paperless Screening Panels" Initiative – DLSC managed and sent complaint paperwork to all board and attorney screeners. The team evaluated the process and identified a paperless screening panel alternative.
 - **Goals and Results:**
 - Expected to save approximately \$38,000 annually by eliminating printing / shipping costs, reducing staff time, and eliminating a lease on an expensive copier.
 - Timely receipt of complaints by panel members.
 - Enhanced security of compliant files.
 - Environmental impact of reducing the need of 90 trees annually.
- **Department of Revenue (DOR)**
 - **Project Overview:** "Decedent Claim for Refund" Process – The original process for a survivor to claim a decedent's refund should not be confusing or lengthy. The DOR team identified double-handling of documents and unnecessary staff time for follow-up on 'untracked' documents.
 - **Goals and Results:** DOR determined
 - Rework reduced by 79% which saved.
 - Approximately 384 hours of staff time reallocated.
 - Most importantly, confusion for the customer was reduced.
- **Department of Children and Families (DCF): Division of Safety and Permanence (DSP)**
 - **Project Overview:** "DSP Bureau of Milwaukee Child Records Management" Process – Effective records management is essential to document services provided to children and families in cases of suspected abuse or neglect of children. DSP identified forms that could be combined with new check lists to ensure accuracy as well as converting forms to an electronic format.

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- **Goals and Results:**
 - Reduce staff time by 76%.
 - Reduced 52 steps in the process.
- **Department of Natural Resources (DNR) – Division of Forestry**
 - **Project Overview:** “Managed Forest Law (MFL) Transfer Process” Improvement – Utilizing the Define Measure Analyze Improve and Control (DMAIC) process, DNR members collect pre and post project data to implement standardized processes.
 - **Goals and Results:**
 - Expected time saved is 6,000 hours annually.
 - Reduce lead-time by 83 days for transfers.
 - Targeted customer satisfaction increase of 10%.
- **Department of Financial Institutions (DFI) – Division of Securities Enforcement Bureau**
 - **Project Overview:** “Complaint Intake and Processing” process – There were various processes for handling case files amongst employees which created inconsistencies in case management. The team aimed to develop standard operating procedures (SOP) in order to streamline the decision making process for cases.
 - **Goals and Results:**
 - Consistent expectations for all parties (employees and customers)
 - Removal of rework and duplicate activities
 - Less paper waste
 - Ability for any employee (other than investigator) to help with customer requests.
- **Department of Health Services (DHS)**
 - **Project Overview:** “Vital Records Response” - The process for responding to customer emails is not standardized or efficient. A disproportionate amount of the work falls on the supervisor and on specialists, response content is not consistent, response time is not consistent, and response time is difficult to track.
 - **Goals and Results:**
 - Reduce Workload - 91% reduction in emails needing a response from specialists
 - Reduce Lead Time - 54% reduction (responses within 8 hours went from 41% to 95%)
 - Steps in process - 50% reduction (10 process steps to 5)
- **Department of Corrections (DOC)**
 - **Project Overview:** “Dental Wait List & Dental Performance Dashboards” - Staff at each facility maintained an excel wait list and when inmates would transfer to another facility they would lose their place on the wait list. This resulted in inmates missing appointments and having to wait longer for a rescheduled appointment.
 - **Goals and Results:**
 - Improve and streamline DAI’s dental wait list and performance reporting business process.
 - Improved wait time for inmates, reduce clerical time for staff, centralized location of lists, improved satisfaction for staff.

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III. Conclusion

The coming year plans to be pivotal time for Lean Government in the State of Wisconsin. With the implementation of the STAR ERP system there will be push for analyzing potential data by agencies that has never been centralized in one system. Opportunities for remapping business processes will be discussed and evaluated. The PeopleSoft Business Intelligence (BI) trending reports and planned scorecards will drive the need agencies identify gaps and wastes in their processes in order to meet or exceed metrics. These are just a few impacts that agencies will face on top of the standard regulations, statutes, and other external requirements.

The Lean Government Program will provide leadership and support to agencies in the form of Lean training, identification of projects and key metrics, change management consulting, assisting with standardization of Lean tools and templates, mentoring employees, and developing Wisconsin's own culture of Lean.

We are excited to partner with the Governor's Office and the State agencies in taking Lean Government to the next level in 2016. Our efforts will remain focused on making government more efficient, strategically-focused and customer service-oriented.

Brian Ross Wakeham
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